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MEMORANDUM FOR: Acting Deputy Director (Support)

SUBJECT : IG Survey of the Office of Personnel

REFERENCE : Memo for DD/S components fr DD/S, dtd 2 Feb 59, same subject

1. The Office of the Comptroller submits the following comments on the Inspector General's questionnaire concerning the CIA Career Service Program:

a. What are your views as to the merits of a CIA Career Staff?

The CIA Career Staff as presently constituted has very few merits, if any. The primary purpose of the existence of CIA is the gathering, evaluating and reporting of intelligence information on foreign countries. This responsibility requires that personnel of the Agency be assigned all over the world. Any career system which permits personnel to become members by simply working for the Agency for three years and signing an application for membership, knowing full well that at the time they sign the application they cannot or will not serve anywhere and at any time for any kind of duty as determined by the needs of the Agency, is subject to question as to benefits derived from such membership. The personnel who do respond to the requirements of the Agency and serve where needed receive no greater benefits than those who do not, although they have been subjected to inconveniences, hardships in many cases and many other problems. It would be safe to say that if questionnaires were to be circulated to all members of the Career Staff the great majority of answers would be to the effect that there are no tangible benefits derived from membership in the program.

b. Should eligibility for membership be more restricted than at present?

(1) Eligibility for membership should be more restricted. If everyone is selected, including those who cannot meet the demands of the Agency, selection has no real significance and any advantages can only be theoretical.

(2) Greater selectivity could be obtained by the establishment of two Career Staffs, i.e., a Headquarters Career Staff and a Foreign Service Career Staff. The latter Staff should be restricted to employees who have served overseas and who are readily available for additional overseas service. The members of the Foreign Service Career Staff should be given preference for promotions in the Headquarters components of the Agency that direct and supervise overseas activities.

c. Is the basic concept of separate career services for CIA sound?

The basic concept of separate career services is sound; however, there should be specific provisions which would give personnel qualified by education and experience an opportunity to rotate to other career services. Of course, many positions in any career service are highly technical and no career service should be forced to take personnel not fully qualified to perform the required duties. In addition, if the personnel so selected for duty in another career service are to return to their parent career service, they should not be away more than one tour of duty because by greater absence they would probably lose too much of their technical competence.

d. In terms of intelligent personnel administration, what features of the CIA Career Service Program have been of most assistance to you in exercising your responsibilities?

(1) The periodic review of the qualifications of employees and the development of Competitive Promotion Listings.

(2) Corollary to this, of course, is the assistance rendered by the Career Board in the selection and placement of personnel.

e. Are you satisfied with present procedures governing the processing of personnel actions through the various Career Service Panels and Boards to effect promotions, rotations and assignments? In what way could these procedures be improved or modified to best meet your particular needs?

Present procedures are quite satisfactory.

f. What would be your main objections, if any, to greater interchange of employees on a rotation basis between DD/P, DD/I and DD/S?

Have no objection providing the interchanges are well planned, have a real purpose, and the personnel involved are qualified by education and experience to perform the duties required in the other career service. Rotation for rotation sake should be avoided and cognizance given to the fact that the Agency needs continuity in certain positions.

g. Any additional comments pertaining to the program as a whole.

(1) Greater consideration should be given to placing each employee in a career service which will provide, to the maximum extent possible, career consideration of his ability, qualifications, and training for all jobs in the Agency for which he is qualified. This would require certain adjustments in present career service policies.

In some instances a separate career service could be organized on a functional basis. For example, there are a number of IBM machine installations throughout the Agency. Presently, promotions and transfers are more or less limited to the organizational component to which the IBM installation is attached. A career service for machine technicians on an Agency-wide basis would provide greater opportunities for promotion and advancement in supervisory positions.

In other instances individuals should be under the jurisdiction of career boards based solely on qualifications and career interest rather than on the basis of the organizational location of the job occupied. For example, certain individuals trained and qualified in the finance field but employed in the DD/I Area should be assigned to the SF Career Service.

(2) The more or less "open-door" policy with respect to membership in the career program has lessened its value. This policy in turn has compounded the difficulties in justifying and obtaining benefits or privileges for members of the career staff which are not available to other employees of the United States Government.

(3) The preparation of career plans for employees is considered too costly and time consuming, particularly with respect to non-professional and general service type personnel. Also, in many instances, one change in the career plan of an individual has a chain reaction and causes a change in a number of other career plans.

(4) Under the present career service concept, very little is accomplished that could not be accomplished through proper organization and placement of Tables of Organization, good management, and supervision on the part of the officials of each Agency component.

(5) The review of the Agency's career service program should not be limited to the answers received from the questions contained in the Inspector General's memorandum but should include consideration of the voluminous paper work involved, additional positions, personnel and man hours required and last, but not least, the cost in dollars. It appears that this is an area where the Agency could save in numbers of personnel and funds.

2. If there are any questions relative to the foregoing comments, I will be glad to confer with you at your convenience.

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E. R. SAUNDERS  
Comptroller

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